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36

2 April 1953

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MEMORANDUM FOR:

SUBJECT : Administrative Support for the Cable Secretariat

1. According to the terms of the "Memorandum of Understanding" (Tab A), dated 13 November 1952, signed by you, the ADCO and the Chief of O & M Services, the Office of Communications Career Service Board now provides all personnel and career management support for the Cable Secretariat not normally provided by the CIA personnel office.

2. Recommendations for the promotion of six Cable Secretariat personnel were submitted to the Office of Communications Career Service Board on 2 January 1953 (Tab B). The Career Service Board on 30 January 1953 declined to take action pending additional justifications (Tab C). On 12 February 1953 additional information was furnished (Tab D) and on 19 March 1953 the Chairman of the Communications Career Service Board declined to promote Cable Secretariat personnel as recommended by the Cable Secretary (Tab E) outside the norm listing procedures established for Communications personnel.

3. The Career Service Board interprets the "Memorandum of Understanding", to mean that it was intended that personnel be rotated between the Cable Secretariat and the Office of Communications activities in essentially the same manner as between any two Office of Communications activities. The Board also indicated that the circumstances were not sufficiently exceptional to justify consideration for promotion outside the normal procedures.

4. In indicating to you my concurrence in the "Memorandum of Understanding", it was not my intent that an interpretation would be placed upon the memorandum that Cable Secretariat personnel would be considered only under the same conditions and subject to the same requirements as to time in-grade, etc. as Communications personnel. I recognized the necessity for a career management program for Cable Secretariat personnel and considered the Communications Career Service Board as suitable a vehicle for accomplishing such management

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as any other Career Service Board. Also I recognized the fairness of placing under the Communications Career Service Board the career management of any individuals in the Cable Secretariat having technical communications qualifications and desiring to pursue a career in communications activities.

5. I disagree with the conclusion of the Career Service Board that the circumstances are not sufficiently exceptional to justify consideration outside the normal procedures. I consider it essential that promotion of certain persons be effected to overcome the present unsatisfactory situation wherein persons junior in responsibility to senior personnel by two or three positions are in fact of equal GS grade. Promotions based primarily on time in-grade will further aggravate this undesirable situation. Although I have not personally attended meetings of the Career Service Board, I believe that through my representative and through correspondence with the Board, it has been made clear that my desire to promote certain persons as a group was based primarily upon the necessity for eliminating inequities within the chain of command in Message Center and only secondarily upon a desire to promote on the basis of satisfactory job performance.

6. With reference to rotation, I believe that there can be only limited rotation of personnel between the Cable Secretariat and the Office of Communications. Out of a current on-duty strength of 65 persons in the Cable Secretariat, there are only 7 persons with technical qualifications fitting them for rotation into the Office of Communications. None of these 7 is interested in a future assignment to the Office of Communications.

7. Since no Cable Secretariat personnel desire to pursue careers in Office of Communications activities, it is inappropriate that Cable Secretariat personnel be integrated with Office of Communications personnel for purposes of career management. Promotion policies pertaining to Cable Secretariat personnel must be consistent with the promotion policies of CIA as a whole, and not circumscribed by the policies of the Office of Communications wherein emphasis on technical skills and overseas duty yields an abnormal grade structure and promotional pattern. Because of the extensive training required for Cable Secretariat Duty Officers and certain other senior supervisory positions, I cannot consider rotation from the Office of Communications of personnel in grades higher than GS-7. Vacancies among supervisory positions should be filled by Message Center personnel

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who have had on-the-job training in the duties of supervisory positions. Duty Officer positions must be filled by promotion from within. My observation of the functioning of Message Center leads me to believe that knowledge of the activities and methods of operation of the DD/P complex is of appreciably greater value to Message Center personnel than is knowledge of the activities of the Office of Communications.

8. The Chairman of the Communications Career Service Board in Paragraph 3 of his memorandum to the Cable Secretary dated 19 March 1953 (Tab E) suggests that the Cable Secretary might wish to consider a revision of the "Memorandum of Understanding" to place responsibility for personnel and career management elsewhere than in the Office of Communications.

9. After a thorough study of the matter, I believe that, unless the Communications Career Service Board can administer the personnel and career management support for the Cable Secretariat based upon a career management program applicable to the Agency as a whole, it would be in the better interests of the personnel concerned and the Agency for the career management program of Cable Secretariat personnel to be administered elsewhere than in the Office of Communications.

10. I recommend, therefore, that I be authorized to meet with representatives of the Office of Communications Career Service Board and the O & M Services with a view toward revising the "Memorandum of Understanding" and submitting the revised draft for your approval.

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[Redacted Signature]

Cable Secretary

GWB:tac

Attachments: As mentioned in Para 2

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*I have read this to
Gordon in Gordon's re-
commendation. REL*

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C O P Y

13 November 1952

Tab "A"

MEMORANDUM OF UNDERSTANDING

SUBJECT: Administrative Support for Cable Secretariat

1. This memorandum of understanding sets forth agreements which have been made for the purpose of providing administrative support to the CIA Cable Secretariat.
2. The Office of Communications will provide all personnel and career management support for the Cable Secretariat not normally provided by the CIA Personnel Office. The career management of all Cable Secretariat personnel will be administered by the Career Service Board of the Office of Communications before which there will be Cable Secretariat representation when Cable Secretariat personnel are considered. All personnel actions on Cable Secretariat personnel will require joint approval from appropriate representatives of the Office of Communications and the Cable Secretariat.
3. All security matters involving the Cable Secretariat will be handled in their behalf by the Security Division, Office of Communications in coordination with the Inspection and Security Office.
4. The Training Branch, Operations Division, Office of Communications will render training liaison support and staff assistance on training matters to the Cable Secretariat.
5. The Cable Secretariat will deal directly with the appropriate elements of CIA on all other administrative support including the following:
 - a. General Services functions, including floor space, printing, telephones, machine records, and parking spaces.
 - b. Organization and methods matters, including regulations, notices, and forms.
 - c. Budget and Fiscal matters (The Cable Secretariat Budget is to be a part of that for the Office of the Director, CIA).

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TAB "A"

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d. Procurement, Supply, and other logistics matters.

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/s/

Executive Ass't to the Director

Ass't Director for Communication

Chief, O&M Service

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Y TO

Chairman, Communications Career Service Board

FROM : Cable Secretary

DATE: 2 January 1953

Tab "B"

SUBJECT: Cable Secretariat Personnel

1. It is requested that the names of the individuals listed below be placed on the Career Board's agenda to receive consideration for promotion at the earliest date convenient to the Board.

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GS-7 to GS-9
GS-7 to GS-9
GS-9 to GS-11
GS-9 to GS-11
GS-9 to GS-11
GS-9 to GS-11

TAB "B"

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4. Since the six above-named individuals must, during certain portions of the day, act in the name of the Cable Secretary, it is the opinion of the Cable Secretary that consideration for their promotions should be predicated upon performance of their presently assigned responsibilities and upon the increased value of their service to the agency as a whole rather than solely upon their potential worth to the Office of Communication. Therefore, it is requested that action be taken to accomplish these promotions with minimum delay.

/s/

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TO : Cable Secretary

DATE: 30 January 1953

FROM : Chairman, Office of Communications


Tab "C"

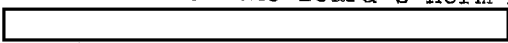
SUBJECT: Promotion of Cable Secretariat Personnel

REF : Memo fm Cable Secretary, dtd 2 Jan 53, on the above subj.

1. The referenced memorandum requested priority action by the Career Service Board in the promotion of six Watch Officers currently on duty in the Cable Secretariat. Review of promotion actions on individuals listed in the referenced memorandum developed the following information concerning their most recent promotions:

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Name	Grade	Date of Last Promotion
	GS-7	July, 1952
	GS-7	Dec., 1951
	GS-9	July, 1952
	GS-9	July, 1952
	GS-9	Dec., 1951
	GS-9	Apr., 1952

2. Dates of grade on the above indicate that no individual is currently eligible for promotion consideration under the Board's norm listing procedure. However, two of those listed  are scheduled for review under the norm listing system within the very near future.

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3. The Board has thoroughly considered the responsibilities of the Watch Officer functions under the Cable Secretariat and agreed unanimously that these positions have taken on a new and highly responsible character under requirements set forth by the Director of CIA. Further, the Board recognizes that the present incumbents of these positions have been, and are doing, commendable work under their assignments.

4. However, because of inequities which may develop as a result of multiple actions on these cases by the Board, it is requested that the Cable Secretary submit recommendations including additional justifications for considering each case as an exception to the norm listing procedure. Your submission of this information will materially assist the Board in arriving at equitable recommendations in this matter. The Assistant Director for Communications will be pleased to discuss this matter at your convenience.

/s/

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TO : Chairman, Communications Career Service Board

FROM : Cable Secretary

SUBJECT: Promotion of Cable Secretariat Personnel

DATE: 12 February 1953

Tab "D"

REFERENCE: Memorandum from Chairman, Communications Career Service Board,
dated 30 January 1953, same Subject.

1. Paragraph 4 of your memorandum dated 30 January requested that additional justification be submitted for the Board's consideration in its review of the recommended promotions for Cable Secretariat Personnel. While they contain very little additional information than was submitted in my memorandum of 2 January and supplemented by information furnished verbally to the Board, I have had prepared recommendations for each individual setting forth what I feel to be justification for their promotions as an exception to Board policy. These recommendations are attached, and should be considered together with the attachments to my 19 January memorandum, subject: [REDACTED]

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25X1A 2. In resubmitting these recommendations for promotions, it is my hope that the Communications Career Service Board will consider not only the individual case on its respective merits, but will consider the relationship of the Office with the Agency as a whole. The basis of my request is not solely that each man is performing his assigned duties in an outstanding manner, although such definitely is true, but rather that these men were transferred into newly created positions requiring the assuming of a much higher degree of responsibility than in their previous positions. With the exception of the recommendation previously submitted on [REDACTED] I cannot in fairness single out any of the six in preference to another for promotion based on time in grade and manner of performance. The justification for promoting any one individual is equally applicable to any of the other five.

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3. The point at issue seems not to be the qualifications of any individual but rather that by effecting the multiple promotions recommended, some inequities might occur. I am sympathetic with your position, and recognize that your concern is based on possible deleterious morale effect among Communications personnel of approximately equivalent grade and tenure. However, I question whether these promotions would result in any inequity to Communications personnel. After all, the persons recommended for promotion have been transferred from the Office of Communications to the Office of the Director. They have been assigned new duties requiring that they exercise a higher degree of judgment and skill than in their previous positions. The criteria for promotion applicable to Communications personnel does not appear

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to be applicable without modification to these positions. To do so would result only in a real inequity, a real injustice to the men assigned to and performing the duties of positions two and three grades above their actual GS rating. I believe in promotion from within. In this case, Communications personnel were selected, and wisely, to fill these very important positions. To charge the individuals with the additional responsibilities of a newly created job but to continue to deny them the pay and prestige of an appropriate grade would appear to be an inequity in itself.

4. The continued manning of these newly created positions by capable, but low graded people results in an undesirable disparity between responsibilities charged and compensation received. These individuals are called upon to discuss matters pertaining to the functioning of the Cable Secretariat with senior officials of this Agency up to and including the Director. I feel strongly that the Agency would be remiss in permitting a situation to continue wherein persons with these GS ratings are required to accept responsibilities of such scope. These men during other than normal duty hours are required to assume the responsibilities which the Director has nominated me to discharge. With the assuming of the responsibility for serving as Duty Officers for the Clandestine Services these men are filling a position formerly limited to persons of no lower grade than GS-11.

5. I sincerely believe that it is to the best interests of the Agency that these men be given grades commensurate with the responsibilities which I must place upon them in fulfilling the mission assigned to me by the Director. As stated before, these individuals have been transferred from the Office of Communications to the Cable Secretariat, Office of the Director, and have, for a period of approximately six months, been filling positions of significantly greater responsibility than was the case while they were with the Signal Center, Office of Communications. I believe that these men should be promoted now, and I earnestly recommend that they be promoted outside the normal listing procedures followed by the Communications Career Service Board for Communications personnel.

6. I shall be pleased to discuss this with [redacted] or to 25X1A
appear before the Board when these cases are considered, if the Board so desires.

[redacted]

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Attachments - 6

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[redacted]

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Next 5 Page(s) In Document Exempt

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Tab "E"

MEMORANDUM FOR: Cable Secretary

FROM: Chairman, Communications CSB

SUBJECT: Promotion of Cable Secretariat Personnel

REFERENCE: (a) Your Memorandum of 12 February 1953, Same Subject
(b) Your Memorandum of 2 January 1953, Same Subject
(c) Memorandum of Understanding dated 13 November 1952

1. Reference (a) contains material in support of the request made in Ref (b) that certain Cable Secretariat personnel be promoted outside the norm listing procedures followed by the Communications Career Service Board. Reference (c) is the basic document assigning responsibility for career management of Cable Secretariat personnel to the Career Service Board of the Office of Communications.

2. of the Cable Secretariat appeared before the CSB and orally supported the basic request.

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3. After careful deliberation the Board has decided as follows:

a. Since Ref (c) places responsibility for career management of Cable Secretariat personnel upon the Career Service Board of the Office of Communications, it appears that it was intended that personnel be rotated between the Cable Secretariat and Office of Communications activities in essentially the same manner as between any two Office of Communications activities. This being the case, it is essential that the promotional considerations in the Cable Secretariat closely parallel those in the Office of Communications from a tour of duty in the Cable Secretariat fit into the proper grade niche in relation to their contemporaries who have not served with the Cable Secretariat.

b. The CSB has declined consistently to consider out of norm promotions for Office of Communications personnel, even though there have been many cases which closely parallel those which you cite, i.e. where men are serving in and performing the duties of grades several steps above their actual grades. The exceptions have been chiefly of the "Battlefield promotion" type where very exceptional performance of duty has been recognized.

c. The CSB recognizes that the personnel whose promotion you recommend are performing their duties in a very satisfactory manner, however, it does not consider that the circumstances are sufficiently

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exceptional to justify consideration outside of normal procedures. Therefore, the material which you have submitted will be considered in the nature of special fitness reports and the individuals will be considered for promotion along with their contemporaries.

3. If experience gained since the organization of the Cable Secretariat indicates to you that the career development of your personnel should tend toward the intelligence field rather than the communications field and that, in fact, few of them ever will return to communications duties, it is suggested that you may wish to consider a revision of Ref (c) to place responsibility for personnel and career management elsewhere than in the Office of Communications.

CONCURRENCE:

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